



DEPARTMENT OF THE ARMY
U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER
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REPLY TO
ATTENTION OF

AHRC-EB

22 June 2006

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command, Attention: ATTG-P, 5 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commandant, US Army Adjutant General's School, Fort Jackson, SC 29207-7045

SUBJECT: Career Management Field (CMF) 42, MOS 42A Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 6 June 2006, subject: Memorandum of Instruction for the FY06 CSM/SGM/SMC Selection Board.
2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 42, MOS 42A submits this Review and Analysis to assist you in executing your duties as proponent for MOS within this CMF.
3. Competence assessment of Promotion Zone. The NCOs selected as best qualified clearly demonstrated exceptional levels of performance in high risk positions as identified in the proponent guidance. Additionally, other important discriminators used to assess competence were potential, leadership, military and civilian education, physical fitness and military bearing, and other awards and honors.
 - a. Performance and potential. Exceptional performance, levels of responsibility and demonstration of potential were the primary focus of panel members during deliberation. In general the NCO's evaluations provided clear descriptions of performance, responsibility, and recommendations regarding potential; however, many were more difficult to assess due to inflated ratings and conflicts between ratings and bullet comments. As an example, a senior rater marking one blocks in performance and potential with the first bullet comment reading "promote with peers".
 - b. Utilization and assignments. The most competitive NCOs served in a variety of assignments including TO&E, TDA, and other career enhancing positions such as drill sergeants, service school instructors, and detailed recruiters. Additional consideration was given to those who have successfully served in a SGM or CSM position as a MSG or 1SG.
 - c. Training and education. Civilian education levels were consistently high, most completing at least four years of college. Additionally, performance while attending NCOES and leader enhancing courses including the 1SG and Battle Staff NCO courses were considered favorable. Those exceeding course standards or receiving recognition

as the DLA recipient, commandants list, and iron person were also acknowledged during panel deliberations.

d. Physical Fitness. Overall the fitness level of the NCOs was good. Many exceeded maximum Army standards and the majority scored in the mid 200s. Those demonstrating a record of excellence in physical fitness were given additional consideration. Some NCOs appeared heavy in their photos while others encouraged scrutiny by exceeding Army height and weight screening requirements by as much as 50 pounds, though their files indicate that they are within standards, and not submitting a current photograph.

e. Overall career management. The majority of 42A NCOs are well managed and have the opportunity to serve in the most challenging and career enhancing positions. NCOs are adapting to transformation and reflect a corps of adaptable skilled professionals. In the minority it was noted that some did not demonstrate a balance of TDA vs. MTOE assignments, predominantly serving in back-to-back TDA assignments.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. In some cases 42Ls were successfully serving in 42A positions demonstrating adaptability as the CMF consolidates.

b. Suitability of standards of grade and structure. The standards of grade and force structure are appropriate. Army transformation has begun to impact NCOs at skill level five, expanding their opportunities for promotion enhancing assignments.

c. Assignment and promotion opportunity. Through Army transformation and CMF consolidation of MOSs 42A and 42L, there are adequate opportunities to serve in challenging positions and compete for promotion.

d. Overall health of CMF. The panel's review of MOS 42A promotion files revealed a population of highly skilled NCOs prepared to serve at the CSM/SGM level. The assessed health of the CMF is excellent.

5. Recommendations.

a. Competence. The NCOER remains the most crucial tool for assessing an NCO's performance and potential. Rating officials should render reports with specific supporting bullet comments. They should avoid vague bullets and inflated evaluations. Senior raters should directly address promotion potential by recommending promotion now, with peers, if allocations exist, or do not promote.

b. CMF structure and career progression. CMF 42 NCOs, both 42A and 42L are competing for the same high risk positions. Align progression to reflect one structure.

c. Official photographs. NCOs must take time to ensure they have current photos when being considered for promotion. Not only must a photo be taken every five years, it must be taken again for promotion and should be updated when significant changes occur.

d. Duty titles. In many cases the duty titles recorded on the ERB did not match the NCOER. This complicated assessment of the NCOs experience level. The ERB should reflect a true record of the NCO's assignment history as recorded on their NCOERs vs. matching the ERB to manning documents in cases where there is conflict.

6. CMF Proponent Packets.

a. Overall quality. The proponent packet was a great tool to establish standards and ensure equity across the MOS.

b. Recommended improvements.

(1) Generate one packet consolidating MOSs 42A and 42L. Develop guidance limiting the number of high risk positions to only the most challenging few. Additionally, guidance should specifically identify high, medium, and low risk positions. A listing of the same for the previous grade would also be beneficial. The ASI/SQI chart should be expanded to include all ASI/SQI associated with the MOS, it was marginally effective.

(2) Recommend the proponent address the career field to further explain the planned CMF merger between MOSs 42A and 42L. The outcome of this promotion board may have an adverse impact on the CMF when released.



JON E. FINKE
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Panel Chief